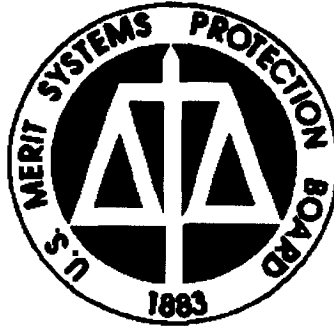


U.S. MERIT SYSTEMS PROTECTION BOARD

Merit Principles Survey 2005



Merit Principles Survey 2005

The Merit Principles Survey 2005 is divided into different sections that contain a short series of questions about your work and work environment. Please provide an answer for each question.

The entire survey should take approximately 30 minutes to complete. The U.S. Merit Systems Protection Board (MSPB) appreciates your participation in this Governmentwide survey.

Confidentiality: The data provided to MSPB are confidential. Only MSPB staff and our survey support contractor staff will have access to individually completed surveys, and no data will be disclosed to anyone that could be used to identify individual participants.

MARKING INSTRUCTIONS

- Use a No. 2 pencil or blue or black ink pen.
- Fill in the circle completely.
- Do not make any stray marks on this form.

CORRECT MARK



INCORRECT MARKS



- Some questions may ask you for a numeric response, please follow the example below when marking your responses.

Use leading zeros. For example, if your answer is three, you would enter '003' in the boxes and fill in the corresponding circles below.

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DO NOT WRITE IN THIS AREA

AGENCY

Your agency is the governmental component where you work. If you work for an "independent agency," such as the Office of Personnel Management or the Environmental Protection Agency, this organization is your agency. If you work in one of the large cabinet-level departments, such as the Department of the Treasury, Department of Justice, or the Department of Defense, then "your agency" will be a major component of that department.

1. Please indicate your level of agreement or disagreement with each of the following statements about your agency:

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

- a. I understand my agency's mission ① ② ③ ④ ⑤
- b. My agency's mission is important to me . ① ② ③ ④ ⑤
- c. I understand how I contribute to my agency's mission ① ② ③ ④ ⑤
- d. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals ① ② ③ ④ ⑤
- e. I am given a real opportunity to improve my skills in my organization . . ① ② ③ ④ ⑤
- f. My agency produces high quality products and services ① ② ③ ④ ⑤
- g. During the last two years, my agency's organizational structure has been stable ① ② ③ ④ ⑤
- h. My agency responds constructively to workplace conflicts ① ② ③ ④ ⑤
- i. My agency is successful in accomplishing its mission ① ② ③ ④ ⑤
- j. I would recommend my agency as a place to work ① ② ③ ④ ⑤
- k. I would recommend the Government as a place to work ① ② ③ ④ ⑤

JOB

2. Please indicate your level of agreement or disagreement with each of the following statements about your job and work setting:

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

- a. I am treated with respect at work ① ② ③ ④ ⑤
- b. I am able to openly express concerns at work ① ② ③ ④ ⑤
- c. My opinions count at work ① ② ③ ④ ⑤
- d. I know what is expected of me on the job ① ② ③ ④ ⑤
- e. I receive the training I need to perform my job ① ② ③ ④ ⑤
- f. I need more training to perform my job effectively ① ② ③ ④ ⑤
- g. My job makes good use of my skills and abilities ① ② ③ ④ ⑤
- h. Creativity and innovation are rewarded . ① ② ③ ④ ⑤
- i. There are private sector jobs which require the same skills and abilities as my job ① ② ③ ④ ⑤
- j. I have the resources to do my job well . . ① ② ③ ④ ⑤
- k. The work I do is meaningful to me . . . ① ② ③ ④ ⑤
- l. My job is secure ① ② ③ ④ ⑤
- m. In general, I am satisfied with my job . . ① ② ③ ④ ⑤

3. Do you provide technical guidance to or oversee the technical work of contractors?

- ☐ Yes
- ☐ No → (Skip to question 5)

4. Were you formally delegated by the contracting officer to perform this role with contractors?

- ☐ Yes
- ☐ No

WORK UNIT

Your work unit is the group of people you work with on a regular basis and with whom you most identify. This will usually be a group of employees working for the same immediate supervisor. A work unit is often larger than a "team" and may include one or more "teams" lead by "team leaders." If you are a supervisor, please consider your work unit to be the group of people that you directly supervise.

5. Please indicate your level of agreement or disagreement with each of the following statements about your work unit:

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

- a. My work unit is able to recruit people with the right skills ① ② ③ ④ ⑤
- b. Information is shared freely in my work unit ① ② ③ ④ ⑤
- c. A spirit of cooperation and teamwork exists in my work unit ① ② ③ ④ ⑤
- d. A spirit of cooperation and teamwork exists between my work unit and other work units ① ② ③ ④ ⑤
- e. My work unit responds flexibly to changing conditions ① ② ③ ④ ⑤
- f. My work unit produces high quality products and services ① ② ③ ④ ⑤
- g. In my work unit, performance ratings accurately reflect job performance ① ② ③ ④ ⑤
- h. Recognition and rewards are based on performance in my work unit ① ② ③ ④ ⑤

6. How many employees are in your immediate work unit, including the supervisor and team leaders?
(Your immediate supervisor is usually the first person to sign your performance appraisal rating.)

(Use leading zeros. For example, if there were three employees in your work unit, you would enter '003' in the boxes and fill in the corresponding circles below.)

0	0	0
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9

7. How many employees were hired into your immediate work unit in the past year?

0	0	0
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9

8. How many employees left your work unit in the past year?

0	0	0
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9

9. In your opinion, how many employees in your immediate work unit, if any, are performing below what is reasonably expected from them on the job?

0	0	0
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9

10. How many employees in your immediate work unit, if any, are performing so poorly that they deserve to be fired?

0	0	0
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9

11. How would you rate your own performance in comparison to those in your immediate work unit?

- ☐ Above average
☐ Average
☐ Below average

JOB PERFORMANCE

- 12. Please indicate your level of agreement or disagreement with each of the following statements about job performance:**

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

- a. I understand the basis for my most recent performance rating ① ② ③ ④ ⑤
- b. The standards used to appraise my performance are appropriate ① ② ③ ④ ⑤
- c. I participate in setting standards and goals used to evaluate my job performance ① ② ③ ④ ⑤
- d. I understand what I must do to receive a high performance rating ① ② ③ ④ ⑤
- e. I have sufficient opportunities (such as challenging assignments or projects) to earn a high performance rating ① ② ③ ④ ⑤
- f. I know how my performance rating compares to others in my organization who have similar jobs ① ② ③ ④ ⑤
- g. I am satisfied with my organization's performance appraisal system ① ② ③ ④ ⑤

- 13. Objective measures are used to evaluate my performance.**

- ☐ Strongly Agree
☐ Agree
☐ Neither Agree nor Disagree
☐ Disagree
☐ Strongly Disagree

☐ Don't Know/Can't Judge

- 14. How many rating levels are in your performance appraisal system?**

- ☐ 2
☐ 3
☐ 4
☐ 5
☐ 6 or more

☐ Don't know

- 15. If your team performs well how likely is it that you will receive a cash award or pay increase?**

- ☐ Very Likely
☐ Likely
☐ Neither Likely nor Unlikely
☐ Unlikely
☐ Very Unlikely

☐ Don't Know/Can't Judge

PAY AND REWARDS

- 16. How important are each of the following in motivating you to do a good job?**

Very Unimportant
Unimportant
Neither Important nor Unimportant
Important
Very Important

- a. A cash award of \$100 ① ② ③ ④ ⑤
- b. A cash award of \$1,000 ① ② ③ ④ ⑤
- c. Desire not to let my supervisor down .. ① ② ③ ④ ⑤
- d. Desire not to let my coworkers down .. ① ② ③ ④ ⑤
- e. Recognition from my coworkers ① ② ③ ④ ⑤
- f. Desire for a good performance rating... ① ② ③ ④ ⑤
- g. My duty as a public employee ① ② ③ ④ ⑤
- h. Increased chances for promotion ① ② ③ ④ ⑤
- i. Desire to help my work unit meet its goals ① ② ③ ④ ⑤
- j. Personal pride or satisfaction in my work..... ① ② ③ ④ ⑤
- k. A time off reward of 8 hours ① ② ③ ④ ⑤
- l. Non-cash recognition (e.g., letter of appreciation, plaque) ① ② ③ ④ ⑤

PAY AND REWARDS (continued)

17. How important should each of the following be in determining cash awards and pay increases?

Very Unimportant
Unimportant
Neither Important nor Unimportant
Important
Very Important

- a. Job-related skills and training ① ② ③ ④ ⑤
- b. Job-related work experience ① ② ③ ④ ⑤
- c. Length of service in the Federal Government ① ② ③ ④ ⑤
- d. Your job performance ① ② ③ ④ ⑤
- e. Overall performance of your work unit . ① ② ③ ④ ⑤
- f. Overall performance of your agency.... ① ② ③ ④ ⑤
- g. Salary levels in your geographical area ① ② ③ ④ ⑤
- h. Salary levels in your field of work ① ② ③ ④ ⑤

18. In my opinion, basing pay on performance:

Don't Know/Can't Judge
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

- a. Motivates employees to work harder . ① ② ③ ④ ⑤ ⑥
- b. Would increase my pay ① ② ③ ④ ⑤ ⑥
- c. Would help my agency retain high performers ① ② ③ ④ ⑤ ⑥
- d. Encourages teamwork ① ② ③ ④ ⑤ ⑥
- e. Results in unfair treatment of employees ① ② ③ ④ ⑤ ⑥
- f. Increases employee morale ① ② ③ ④ ⑤ ⑥
- g. Makes employees more vulnerable to political coercion ① ② ③ ④ ⑤ ⑥

19. I understand how my pay relates to my job performance.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neither Agree nor Disagree
- ☐ Disagree
- ☐ Strongly Disagree

20. Please indicate your level of agreement or disagreement with each of the following statements about your pay and awards:

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

- a. My organization takes steps to ensure that employees are appropriately paid and rewarded ① ② ③ ④ ⑤
- b. If I perform well, it is likely I will receive a cash award or pay increase .. ① ② ③ ④ ⑤
- c. I am satisfied with the recognition and awards I receive for my work ① ② ③ ④ ⑤
- d. Overall, I am satisfied with my pay ① ② ③ ④ ⑤

21. If you are not satisfied with the recognition and awards you receive for your work, to what extent do the following factors contribute to your lack of satisfaction with recognition and awards?

Don't Know/Can't Judge
No Extent
Minimal Extent
Moderate Extent
Great Extent

- a. The award or recognition was too small ① ② ③ ④ ⑤
- b. The award or recognition was not timely..... ① ② ③ ④ ⑤
- c. The award or recognition was not given effectively ① ② ③ ④ ⑤
- d. Other employees received undeserved awards or recognition ① ② ③ ④ ⑤
- e. Other employees in my organization did not receive the awards or recognition they deserved ① ② ③ ④ ⑤
- f. I did not receive an award ① ② ③ ④ ⑤

FAIRNESS

22. In the past 2 years, to what extent do you believe you have been treated fairly regarding the following?

No Extent
Little Extent
Some Extent
Considerable Extent
Very Great Extent

- a. Career advancement ① ② ③ ④ ⑤
- b. Awards ① ② ③ ④ ⑤
- c. Training ① ② ③ ④ ⑤
- d. Performance appraisals ① ② ③ ④ ⑤
- e. Job assignments ① ② ③ ④ ⑤
- f. Discipline ① ② ③ ④ ⑤
- g. Pay ① ② ③ ④ ⑤

23. In the past 2 years, have you made any formal disclosure of fraud, waste, abuse, or unlawful behavior at work?

☐ Yes ☐ No

24. In the past 2 years, have you exercised any formal appeal, complaint, or grievance right?

☐ Yes ☐ No

25. In the past 2 years, do you feel you have been denied a job, promotion, pay or other job benefit because of unlawful discrimination based upon:

Don't Know/Can't Judge
No
Yes

- a. Race/national origin ① ② ③
- b. Sex ① ② ③
- c. Age ① ② ③
- d. Disability ① ② ③
- e. Religion ① ② ③
- f. Marital status ① ② ③
- g. Political affiliation ① ② ③
- h. Sexual orientation ① ② ③

26. In the past 2 years, do you feel you have been:

Don't Know/Can't Judge
No
Yes

- a. Discouraged from competing for a job or promotion by an agency official ① ② ③
- b. Influenced by an agency official to withdraw from competition for a Federal job or promotion in order to help another person's chances of getting that job or promotion ① ② ③
- c. Denied a job or promotion because one of the selecting or recommending officials gave an unfair advantage to another recipient ① ② ③
- d. Denied a job or promotion because it was given to a relative of a selecting or recommending official ① ② ③
- e. Denied an award based on favoritism by the nominating or approving officials ① ② ③

27. In the past 2 years, do you feel you have been retaliated against or threatened with retaliation for:

Don't Know/Can't Judge
No
Yes

- a. Disclosing health and safety dangers, unlawful behavior, and/or fraud, waste, and abuse ① ② ③
- b. Exercising any appeal, complaint, or grievance right ① ② ③
- c. Testifying for or otherwise assisting any individual in the exercise of whistleblowing, equal opportunity, or appeal rights ① ② ③
- d. Refusing to obey an unlawful order ① ② ③
- e. Reporting unwanted sexual attention or sexual harassment ① ② ③
- f. Disagreeing with management decisions ... ① ② ③

FAIRNESS (continued)

A serious conflict is one that you felt if not addressed would result in negative workforce consequences such as low morale, low organizational productivity or performance, perceived unfairness, absenteeism, attrition, or even fear.

28. In the past 2 years, have you experienced a serious conflict in your work unit?

- ☐ Yes
☐ No

29. In the past 2 years, have you experienced any repeated unwanted sexual attention or harassment on the job?

- ☐ Yes
☐ No

30. In the past 2 years, have you experienced any repeated unwanted non-sexual attention, humiliation, harassment, bullying, or other malicious or offensive behavior on the job?

- ☐ Yes
☐ No

31. Please indicate your level of agreement or disagreement with each of the following statements:

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

- a. I trust third party investigative or adjudicatory agencies (such as the OSC, EEOC, FLRA, MSPB) to respond appropriately to complaints . . . ① ② ③ ④ ⑤
- b. I believe that the current employment grievance system, if I had occasion to use it, would be fair . . . ① ② ③ ④ ⑤
- c. I believe that the current employment appeals system, if I had occasion to use it, would be fair . . . ① ② ③ ④ ⑤
- d. I believe my agency treats me fairly in matters related to my employment . ① ② ③ ④ ⑤

YOUR SUPERVISOR

Please answer the following questions about your supervisor and agency leadership.

32. To what extent do you think your supervisor will exercise each of the following authorities in a fair and effective manner?

Don't Know/Can't Judge
No Extent
Minimal Extent
Moderate Extent
Great Extent

- a. Rating the qualifications of applicants for jobs . . . ① ② ③ ④ ⑤
- b. Selecting people for vacancies or promotions based on their qualifications . . . ① ② ③ ④ ⑤
- c. Determining pay increases and awards . . . ① ② ③ ④ ⑤
- d. Setting individual employees' pay within broad pay bands . . . ① ② ③ ④ ⑤
- e. Taking adverse actions such as suspensions and removals . . . ① ② ③ ④ ⑤

Please continue on the next page.

YOUR SUPERVISOR *(continued)*

33. I trust my supervisor to:

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

- a. Fairly assess my performance and contributions ① ② ③ ④ ⑤
- b. Support me in pay and award discussions with upper management . ① ② ③ ④ ⑤
- c. Listen fairly to my concerns ① ② ③ ④ ⑤
- d. Apply discipline fairly and only when justified ① ② ③ ④ ⑤
- e. Clearly communicate conduct expectations ① ② ③ ④ ⑤
- f. Act with integrity..... ① ② ③ ④ ⑤
- g. Refrain from favoritism ① ② ③ ④ ⑤
- h. Keep me informed..... ① ② ③ ④ ⑤

34. I trust managers above my immediate supervisor to:

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

- a. Clearly communicate organizational performance expectations ① ② ③ ④ ⑤
- b. Fairly assess my performance and contributions ① ② ③ ④ ⑤
- c. Listen fairly to my concerns ① ② ③ ④ ⑤
- d. Apply discipline fairly and only when justified ① ② ③ ④ ⑤
- e. Act with integrity..... ① ② ③ ④ ⑤
- f. Refrain from favoritism ① ② ③ ④ ⑤
- g. Keep the organization informed ① ② ③ ④ ⑤

35. Please indicate your level of agreement or disagreement with each of the following statements about your supervisor and agency leadership:

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

- a. Discussions with my supervisor about my performance are worthwhile ① ② ③ ④ ⑤
- b. My supervisor keeps me informed about how well I am doing ① ② ③ ④ ⑤
- c. My supervisor provides constructive feedback on my job performance ① ② ③ ④ ⑤
- d. My supervisor provides timely feedback on my job performance ① ② ③ ④ ⑤
- e. My supervisor provides coaching, training opportunities, or other assistance to help me improve my skills and performance ① ② ③ ④ ⑤
- f. I understand how my supervisor will evaluate my performance ① ② ③ ④ ⑤
- g. My supervisor rates my performance fairly and accurately ① ② ③ ④ ⑤
- h. My supervisor is held accountable for rating employee performance fairly and accurately ① ② ③ ④ ⑤
- i. My supervisor deals effectively with poor performers ① ② ③ ④ ⑤
- j. I am comfortable discussing workplace conflicts with my supervisor ① ② ③ ④ ⑤
- k. My supervisor responds constructively to workplace conflicts .. ① ② ③ ④ ⑤
- l. My supervisor has good technical skills ① ② ③ ④ ⑤
- m. My supervisor has good management skills ① ② ③ ④ ⑤
- n. Overall, I am satisfied with my supervisor ① ② ③ ④ ⑤
- o. Overall, I am satisfied with managers above my immediate supervisor ① ② ③ ④ ⑤

TRAINING

Please answer the following question about your training needs.

- 36. Briefly describe, in one or two sentences, the most important skill or ability you could learn to improve your performance in your current job. Please describe this skill or ability well enough that a training specialist who does not know your job could understand what you need to learn.**

- 37. Please indicate your level of agreement or disagreement with each of the following statements about developing this skill or ability:**

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

- a. I would be overcoming a deficiency or closing a gap in my skill set ① ② ③ ④ ⑤
- b. I would be extending or fine-tuning my skills in an area of personal strength ① ② ③ ④ ⑤
- c. I would be acquiring a new skill I have not attempted to learn before ... ① ② ③ ④ ⑤
- d. I would be "trying again" to learn something I was not fully successful in learning in the past ① ② ③ ④ ⑤
- e. I would be updating my proficiency in an area that has changed since I learned it last ① ② ③ ④ ⑤
- f. This skill or ability is described on my formal career development plan .. ① ② ③ ④ ⑤

- 38. How effective do you think each of the following strategies would be for developing the particular skill or ability you have targeted?**

Very Ineffective
Somewhat Ineffective
Somewhat Effective
Very Effective

- a. Developmental assignments or other on-the-job training ① ② ③ ④
- b. Face-to-face classroom training classes or educational coursework ① ② ③ ④
- c. Mentoring or coaching from a more experienced co-worker ① ② ③ ④
- d. Online classroom learning with an instructor and other class members ① ② ③ ④
- e. Self-directed study using books, web sites, CDs, DVDs, videos, etc. ① ② ③ ④

- 39. Please indicate your level of agreement or disagreement with each of the following statements about improving this skill or ability:**

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

- a. My agency should support this improvement by paying for training or education ① ② ③ ④ ⑤
- b. My agency should support this improvement through special assignments, mentoring, or other on-the-job experiences ① ② ③ ④ ⑤
- c. I should personally support this improvement by paying for training or education ① ② ③ ④ ⑤
- d. I should personally support this improvement by finding appropriate opportunities or experiences outside of the workplace ① ② ③ ④ ⑤
- e. My job should be redesigned using automation, reference materials, or other aids so that this ability is less necessary ① ② ③ ④ ⑤

CAREER PLANS

Please answer the following questions about your career plans.

40. How likely is it that you will leave your agency in the next 12 months?

- ☐ Very Likely
☐ Somewhat Likely
☐ Neither Likely nor Unlikely
☐ Somewhat Unlikely
☐ Very Unlikely

☐ Don't Know/Can't Judge

41. If you plan to leave your present job, would you be:

- ☐ Retiring from Federal service?
☐ Resigning from Federal service?
☐ Moving to another job within the Federal Government?

☐ Not sure.

42. Are you or will you become eligible to retire within the next 12 months?

- ☐ Yes ☐ No

43. If you left your agency in the near future, how important would each of the following have been in your decision?

Very Unimportant
Unimportant
Neither Important nor Unimportant
Important
Very Important

- a. Desire to make more of a difference .. ① ② ③ ④ ⑤
- b. Problems with supervisor..... ① ② ③ ④ ⑤
- c. Problems with coworkers ① ② ③ ④ ⑤
- d. Unfair treatment or harassment ① ② ③ ④ ⑤
- e. Opportunity to make better use of your skills and abilities ① ② ③ ④ ⑤
- f. Increased opportunities for advancement ① ② ③ ④ ⑤
- g. Opportunity to earn more money ① ② ③ ④ ⑤
- h. Improved opportunities for training ... ① ② ③ ④ ⑤
- i. Opportunity for recognition for performance ① ② ③ ④ ⑤

Very Unimportant
Unimportant
Neither Important nor Unimportant
Important
Very Important

- j. Opportunity to change to a different type of work ① ② ③ ④ ⑤
- k. Opportunity for greater organizational stability ① ② ③ ④ ⑤
- l. Increased job security ① ② ③ ④ ⑤
- m. Opportunity to move to another geographical location ① ② ③ ④ ⑤

SUPERVISORY STATUS

44. What is your supervisory status?

- ☐ **Non-Supervisor** (You do not supervise other employees) —→ (Skip to question 55)
☐ **Team Leader** (You do not have official supervisory responsibilities or conduct performance appraisals, but you do provide employees with day-to-day guidance in work projects) —→ (Skip to question 55)
☐ **Supervisor** (You are responsible for employee performance appraisals and approval of their leave, but you do not supervise other supervisors)
☐ **Manager** (You are in a management position and supervise one or more supervisors)
☐ **Executive** (SES or equivalent)

If you selected supervisor, manager, or executive, please continue with question 45.

MANAGEMENT PERSPECTIVE

Please answer the following questions about your experiences as a supervisor, manager, or executive. If you are a non-supervisor or a team leader, please skip to question 55.

45. How many years have you been a supervisor?

0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

46. About how many hires total have you personally made in the past 2 years?

0	0	0	0	0
1	1	1	1	1
2	2	2	2	2
3	3	3	3	3
4	4	4	4	4
5	5	5	5	5
6	6	6	6	6
7	7	7	7	7
8	8	8	8	8
9	9	9	9	9

MANAGEMENT PERSPECTIVE (continued)

47. Please indicate your level of agreement or disagreement with each of the following statements:

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

a. My organization has sufficient funds to appropriately reward high performance (*Your organization refers to the next higher level unit to which your work unit belongs. This is usually the level between your work unit and your agency.*) ① ② ③ ④ ⑤

b. I have enough authority to reward high performance through pay increases or awards ① ② ③ ④ ⑤

48. During the past year, did you rate any employee higher or lower than you believe the employee deserved?

- ☐ Yes —→ (*Go on to the next question*)
☐ No —→ (*Skip to question 50*)

49. Why did the employee(s) receive that rating? (*Mark all that apply.*)

- ☐ Flawed performance standards or measures
- ☐ Lack of information about an employee's performance
- ☐ Lack of time
- ☐ Lack of training on rating employee performance
- ☐ Lack of authority
- ☐ Lack of support from higher-level management
- ☐ A history of inflated performance ratings
- ☐ A forced distribution or quota for performance ratings
- ☐ Documentation requirements
- ☐ The possibility of a grievance or complaint
- ☐ The employee(s) filed a grievance or complaint

Please answer this set of questions about your experiences dealing with workplace conflicts.

50. My employees are comfortable discussing workplace conflicts with me.

- ☐ Strongly Agree
☐ Agree
☐ Neither Agree nor Disagree
☐ Disagree
☐ Strongly Disagree

51. In the past two years as a supervisor, have you encountered serious conflicts in your work unit?

- ☐ Yes —→ (*Go on to the next question*)
☐ No —→ (*Skip to question 55*)

52. The conflicts concerned: (*Mark all that apply.*)

- ☐ Work assignment
- ☐ Opportunities for training or development
- ☐ Opportunities for promotion
- ☐ Performance appraisal
- ☐ Awards
- ☐ Salary/pay
- ☐ Employee conduct
- ☐ Employee performance
- ☐ Relationship between employees
- ☐ Relationship between manager(s) and employee(s)
- ☐ Other

53. For the most memorable conflict within the past two years, what attempts did you make internally to resolve the conflict?

(*Mark all that apply.*)

- ☐ Gave the conflict time to resolve itself
- ☐ Informal discussion
- ☐ General meeting (e.g., staff meeting or "all hands" meeting)
- ☐ Provided information to employees
- ☐ Formal meeting(s) with employee(s) or employee representative(s)
- ☐ Officially documented the source of the conflict and/or took (or attempted to take) formal disciplinary actions
- ☐ Internal process using a neutral third party moderator (such as alternative dispute resolution, mediation, or conciliation)
- ☐ Formal agency process (EEO complaint, grievance, etc.)

54. What best describes the outcome of the above conflict?

- ☐ Conflict resolved itself without intervention
- ☐ Conflict was resolved internally to the satisfaction of many or most involved
- ☐ Conflict was resolved internally to the satisfaction of a minority of those involved
- ☐ Conflict was referred to an external third party adjudicator for resolution (such as EEOC, MSPB, FLRA, OSC)
- ☐ Conflict was not resolved but only few or minor negative consequences have occurred
- ☐ Conflict was not resolved and negative consequences have occurred affecting the overall performance of the unit

EMPLOYMENT FACTS

ALL EMPLOYEES:

Please tell us a few facts about yourself. (This information will only be used to create statistical summaries.)

55. Where do you work?

- ☐ Agriculture - Food Safety and Inspection Service
- ☐ Agriculture - Forest Service
- ☐ Agriculture - Natural Resources Conservation Service
- ☐ Agriculture - Other
- ☐ Air Force
- ☐ Army - US Army Corps of Engineers
- ☐ Army - Other
- ☐ Commerce - Census
- ☐ Commerce - National Institute of Standards and Technology
- ☐ Commerce - National Oceanic and Atmospheric Administration
- ☐ Commerce - Patent and Trademark Office
- ☐ Commerce - Other
- ☐ Defense - Defense Contract Management Agency
- ☐ Defense - Defense Finance and Accounting Service
- ☐ Defense - Defense Logistics Agency
- ☐ Defense - Other
- ☐ Education
- ☐ Energy
- ☐ Environmental Protection Agency
- ☐ Federal Deposit Insurance Corporation
- ☐ General Services Administration - Public Buildings Service
- ☐ General Services Administration - Other
- ☐ Health and Human Services - Centers for Disease Control and Prevention
- ☐ Health and Human Services - Indian Health Service
- ☐ Health and Human Services - National Institutes of Health
- ☐ Health and Human Services - Other

55. (continued)

- ☐ Homeland Security - Bureau of Customs and Border Protection
- ☐ Homeland Security - Bureau of Immigration and Customs Enforcement
- ☐ Homeland Security - Federal Emergency Management Agency
- ☐ Homeland Security - Transportation Security Administration
- ☐ Homeland Security - U.S. Coast Guard
- ☐ Homeland Security - U.S. Secret Service
- ☐ Homeland Security - Other
- ☐ Housing and Urban Development
- ☐ Interior - Bureau of Land Management
- ☐ Interior - Indian Affairs
- ☐ Interior - National Park Service
- ☐ Interior - Other
- ☐ Justice - Alcohol, Tobacco, Firearms & Explosives
- ☐ Justice - Bureau of Prisons/Federal Prison System
- ☐ Justice - Drug Enforcement Administration
- ☐ Justice - Executive Office of the U.S. Attorney
- ☐ Justice - Federal Bureau of Investigation
- ☐ Justice - Other
- ☐ Labor
- ☐ National Aeronautics and Space Administration
- ☐ Navy - U.S. Marine Corps
- ☐ Navy - Other
- ☐ Office of Personnel Management
- ☐ Social Security Administration
- ☐ State Department
- ☐ Transportation - Federal Aviation Administration
- ☐ Transportation - Other
- ☐ Treasury - Internal Revenue Service
- ☐ Treasury - Office of the Comptroller of Currency
- ☐ Treasury - Other
- ☐ Veterans Affairs - Veterans Benefits Administration
- ☐ Veterans Affairs - Veterans Health Administration
- ☐ Veterans Affairs - Other

56. Do you work at your agency's headquarters office (typically in Washington, DC) or in a field location?

- ☐ Headquarters
- ☐ Field

EMPLOYMENT FACTS *(continued)*

57. How many years have you been a Federal civil service employee? *(Please round to the nearest year.)*

0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

58. How many years have you been with your current Federal agency? *(Please round to the nearest year.)*

0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

59. How many years of work experience did you have before working for the Federal Government? *(Please round to the nearest year.)*

0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

DEMOGRAPHICS

60. What is your pay plan?

- ☐ Federal Wage System (e.g., WG, WS, WL)
- ☐ GS - General Schedule
- ☐ ES - Senior Executive Service
- ☐ AD - Administratively Determined
- ☐ AT - Air Traffic Controller
- ☐ FG - FAA Similar to General Schedule
- ☐ FV - FAA Core Compensation Plan
- ☐ GG - Grades Similar to General Schedule
- ☐ ND - Navy Demonstration Scientific & Engineering
- ☐ NH - DoD Acquisition Demonstration Professional
- ☐ SV - Transportation Security Administration
- ☐ VM - Veterans Medical & Dental
- ☐ Veterans Affairs Nursing

61. What is your approximate annual salary? *(Please round to the nearest \$1,000.)*

\$

0	0	0
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9

 , 000.00

62. Are you a dues-paying member of a union?

- ☐ Yes
- ☐ No, but my position is covered by a bargaining agreement
- ☐ No. I am not sure if my position is covered by a bargaining agreement
- ☐ No. My position is either not covered by a bargaining agreement or I am otherwise not eligible to be a member of a union
- ☐ Don't Know/Can't Judge

DEMOGRAPHICS *(continued)*

63. Are you:

- ☐ Male
☐ Female

64. What is your age?

0	
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

65. What is your current education level?

- ☐ High school, GED, or equivalent
☐ Associate's degree
☐ Bachelor's degree
☐ Master's degree
☐ Doctorate or equivalent
☐ None of the above

66. What race or ethnic category do you consider yourself to be? *(Mark all that apply.)*

- ☐ American Indian/Alaskan Native
☐ Asian
☐ Black/African American
☐ Native Hawaiian/Pacific Islander
☐ White
☐ Hispanic or Latino

OPEN-ENDED QUESTIONS

67. Please describe the most important change your agency could make to more effectively accomplish its mission.

68. Please describe one improvement or change to your work situation your agency or supervisor could make that would improve your personal job performance.

69. If you are a supervisor, what is the primary obstacle you face in hiring employees?

For help or other questions, please contact meritsurvey2005@caliber.com

THANK YOU FOR YOUR PARTICIPATION IN THIS SURVEY.



DO NOT WRITE IN THIS AREA